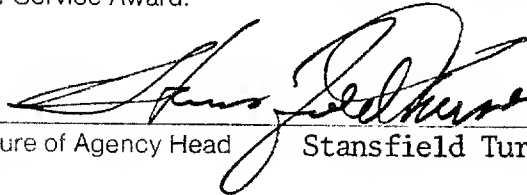


## Nomination Form

Mr. John F. Blake

is hereby nominated for the National Civil Service League  
Career Service Award.



Signature of Agency Head

Stansfield Turner

18 September 1978

Date

Please Attach  
To Nomination

Washington, D. C. 20505

18 September 1978

Mr. Mortimer M. Caplin  
Chairman of the Board  
National Civil Service League  
917 15th Street, N. W.  
Washington, D. C. 20005

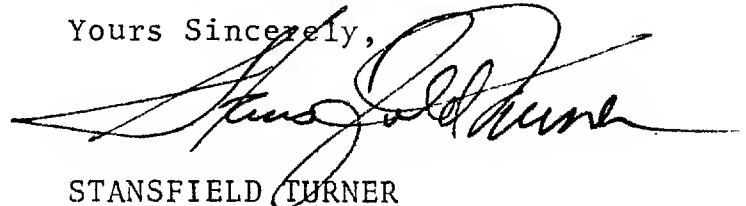
Dear Mr. Caplin:

It is my great pleasure to nominate Mr. John F. Blake for the National Civil Service League's Career Service Award.

As CIA's Deputy Director for Administration, and during his serving as Acting Deputy Director of Central Intelligence, Mr. Blake has had a vital role in our government with regard to the availability of foreign intelligence. He has long been recognized as an expert practitioner in the field of administration and in recent years his leadership and management abilities literally carried the Agency through a period of tribulation and public scrutiny. Mr. Blake's unswerving dedication to uphold this Agency's capability to provide accurate and timely foreign intelligence concerning all issues, simple and complex, to the policymakers of our government deserves the respect and appreciation of us all.

I nominate Mr. Blake with genuine belief that his career accomplishments are deserving of the recognition which the League's Awards Program provides. His selection would strengthen the public service by highlighting the true value and exceptional contributions of an outstanding public administrator within the intelligence profession.

Yours Sincerely,



STANSFIELD TURNER

SUMMARY

Name, Title and Grade : Mr. John F. Blake  
Deputy Director for Administration, EP-04

Business Address : Central Intelligence Agency  
Washington, D. C. 20505

Residence Address

STATOTHR

Education and Degree : University of San Francisco  
BS - Political Science  
BS - Pre-Law

George Washington University  
MA - International Affairs

The National War College  
Washington, D. C.

Length of Service : 35 years

"The glue which held the Agency together." Those were words which I used to describe the unique contribution made by John F. (Jack) Blake during the seven months in which he served as Acting Deputy Director of Central Intelligence and for which he deservedly received his second Distinguished Intelligence Medal (DIM), the Agency's highest award for performance of outstanding service. The period in question, from July 1977 to February 1978, was a critical one in the life of the Central Intelligence Agency. It was not an easy time as difficult decisions, many of far reaching and critical importance to the very fibre of the intelligence profession were required. It was a time of emotionalism and difficulties exacerbated by unprecedented public scrutiny and internal change. During these seven months, Mr. Blake provided a steadying hand on me, the Agency and the entire intelligence profession. His native versatility, dedication and acuity when combined with his broad experience and distinguished service in all major functional areas of the Agency produced an exemplary example of leadership which sustained the Agency through a trying interim period.

Mr. Blake, the Deputy Director for Administration, is the senior administrative official within the CIA. He began his 35 years of service to the United States Government with military service from 1943-1946 when he served as a Lieutenant in the Coast Artillery and later with the wartime

Office of Strategic Services (OSS). After the war, as OSS gradually evolved into CIA, he served for several years as a collector of information from open domestic sources and then in a personnel management role within the Directorate of Operations. His performance in these sensitive positions resulted in Agency-wide recognition in the form of two formal commendations for outstanding and meritorious service and led to his selection in 1953 as the Assistant Inspector General for that newly created staff.

In 1955 Mr. Blake left the IG Staff to become Chief of Administration for the Eastern Europe Division and then the Deputy Chief of Station for Administration in the Agency's then largest overseas facility. Here again he was recognized for outstanding achievement. He epitomized his oft repeated slogan "Be a part of the solution, not of the problem."

His next Agency assignment, the Executive Officer of the newly created Directorate of Science and Technology provided the ideal challenge for Mr. Blake's foresight and organizational acumen. Working with the DDS&T, he envisioned and put into motion a structure which would meet the country's future science and technology intelligence requirements even though much modern day technology was not in existence or even in planning at that time. That there exists a Strategic Arms Limitation Treaty with the concomitant ability for technical verification is dramatic evidence of the effectiveness of the organization Mr. Blake was so instrumental in shaping.

Recognition of Mr. Blake's unique abilities continued with his selection in June 1973 as Director of Personnel and in November of that year with his appointment as Associate Deputy Director for Administration.

Unparalleled success in each of his assignments coupled with Mr. Blake's breadth of Agency experience led to his selection in August 1974 as the Deputy Director for Administration, the Agency's highest administrative position. In this role he took command of major components that serve a broad variety of highly essential functions. Among them, in addition to the Offices of Logistics and Personnel, is the Office of Data

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In 1966 Mr. Blake was assigned to the Office of Logistics first as Deputy Director and then as Director from 1970 to 1973. He assumed these responsibilities at a critical time, for in Indochina the winds of war were blowing and CIA was becoming deeply involved in massive logistical activities in support of U.S. Government programs in the area. To meet the unprecedented challenge, Mr. Blake directed the complete restructuring of the supply system to initiate a decentralized method of procurement with the capability to draw on the production capacity of allied nations to ensure the steady flow of essential materials.

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Processing, the nerve center for all CIA ADP activities, the Office of Communications, possessor of unequalled capabilities to provide nearly instantaneous secure communications to and from Washington, D. C. to any country in the world, the Office of Medical Services, the Office of Security, the Office of Finance and the Office of Training.

But perhaps more important than a cataloging of the large and complex organization headed--and in many ways designed--by Mr. Blake is an appraisal of the man himself. For 35 years each task he has undertaken was accomplished supremely well and he left his imprint on each successive organization as he moved upward through the Agency chain of command. To his Directorate of Administration, Mr. Blake brings an extraordinary range of abilities: skill in directing a large and varied organization; extensive and practical knowledge of all Agency activities; and above all, the wisdom to arrive at sound judgments and the unwavering integrity to defend his decisions within the highest echelons of our government.

In summary there can be little doubt that during his distinguished career with the Central Intelligence Agency, Mr. Blake, by dint of his breadth of experience, personal dedication, and clearly demonstrated managerial ability, has made significant and invaluable contributions to the mission of the CIA and has become a shining example for all who aspire to leadership roles as professional administrators in CIA and indeed throughout the entire Intelligence Community.

His steady influence on all CIA employees including several Directors and Deputy Directors of the Central Intelligence Agency has had a profound impact on the ability of the intelligence profession to meet the challenges of the past and present and has laid the groundwork for continued success in the future. I can only echo what a former Director of Central Intelligence said in thanking Mr. Blake for his superior achievement and support "I personally am in your debt as are the Central Intelligence Agency and our country."

Submitted by:



Director of Central Intelligence

NOMINATING STATEMENT OF MR. JOHN F. BLAKE  
FOR THE CAREER SERVICE AWARD

"The glue which held the Agency together." Those words were used by the Director of Central Intelligence, Admiral Stansfield Turner, to describe the unique contribution made by John F. ("Jack") Blake during the seven months in which he served as Acting Deputy Director of Central Intelligence and for which he received his second Distinguished Intelligence Medal (DIM), the Agency's highest award for performance of outstanding services. The period in question, from July 1977 to February 1978, was a critical one in the life of the CIA. "Turbulent" was Admiral Turner's word for a time charged with emotion and fraught with the difficulties created by a period of unprecedented public scrutiny and internal change. During his time as Acting Deputy Director of Central Intelligence, Jack Blake, again in the DCI's words, was "a steadying hand" on all those around him. "His native versatility, dedication and acuity when combined with his broad experience and distinguished service in all major functional areas of the Agency produced an exemplary example of leadership which happily sustained the Agency through a trying interim period."

How did this career administrator accrue the wisdom and insight and build the skills which made it possible for him to manage in the DCI's absence, not only the personnel, logistical, communications, data processing and financial activities of CIA but also the intelligence collection and production elements and the scientific and technological aspects of the Agency's work? The answer lies in his extraordinarily diverse background and a career which included successful assignments in every directorate of CIA.

His organizational roots run deep, reaching back to service with the Office of Strategic Services (OSS) from 1945 to 1946. Following graduation from the University of San Francisco in 1943 with a BS degree in Political Science, he joined the military and completed Officer Candidate School in March 1944. He was a Lieutenant in the Coast Artillery when he was transferred to OSS, which first trained him in Japanese language and then assigned him to its Washington Headquarters. Following his discharge in 1946, he was hired by the Strategic Services Unit (SSU), the successor to OSS, and subsequently transferred to the Central Intelligence Group (CIG), the immediate forerunner of CIA.

After several years spent collecting intelligence from open domestic sources, he moved to the Directorate of Operations in a personnel management role, after which he became an Assistant Inspector General in the formative years of that Office. It was here, perhaps, when he began to develop the extraordinary "feel" for the variety of problems facing the disparate components of the Agency, and when his incisive analytical talent was honed. It is significant that during this period (1953-55), he was already being described as "qualified for the highest administrative-type job in the Agency."

In 1955 Mr. Blake became the Chief of Administrative Support for the division with responsibility for Agency operations in Eastern Europe, and he subsequently became Deputy Chief of Station for Administration in what was then the Agency's largest overseas installation. His intimate familiarity with the practical problems of supporting Agency activities overseas grew during these assignments and his outstanding performance led to his selection to attend the National War College, graduate school for the finest minds in Government service. As a member of the Class of '63, he began the academic work leading to his Master of Arts degree in International Affairs from the George Washington University.

His next Agency assignment was one of those fortuitous meldings of man and opportunity, for he became the Executive Officer of the Directorate of Research just as it was being reorganized into today's Directorate of Science and Technology. Working with the first DDS&T, he played a seminal role in the creation of an organizational structure capable of dealing with the intelligence collection potential of exploding electronic and other technology. Necessarily the details of the programs of this component of CIA remain highly classified, but it is no overstatement to claim that development of an effective overhead reconnaissance program, on which independent verification of compliance with SALT agreements relies, was due in no small measure to the structure Mr. Blake helped to create, an organization of flexibility, breadth and exceptional creativity. 11-15-64 INTL



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Moving from the technical and glamorous to the potentially mundane and routine, he was next assigned to the Office of Logistics, first as Deputy Director (1966) and subsequently Director (1970-73). The challenge was, in fact, anything but mundane. CIA was becoming deeply involved in Indochina in a number of programs assigned to it by the President. Several of these programs involved massive logistical

support activity, some of them military, others related to the civil operations and reconstruction efforts of the U.S. mission in Vietnam. The ultimate collapse of the U.S. national policy in that area can never obscure the accomplishment of individuals who tried to make this policy work. Mr. Blake, faced with unprecedented supply problems, was a prime mover in the development of a decentralized procurement system which extended all over the Far East, drawing upon the production capacities of many allied nations to ensure a steady flow of essential material. This massive effort in Asia had to be carried out, of course, without interrupting the support provided to all other Agency elements scattered around the globe.

Success in managing these logistics activities brought a new opportunity and challenge when, in June 1973, the then Director of Personnel unexpectedly resigned and Mr. Blake was asked to replace him. This recognition of versatility was soon reinforced by his elevation late that year to the position of Associate Deputy Director for Administration (ADDA). He would have one other chance to show his ability to pick up a new specialty when he was asked in March 1974 to serve as Acting Director of Security during a brief interregnum in that office following the retirement of its Director. In August 1974 after receiving his first DIM, he fulfilled the prediction of the Inspector General, made 20 years before, and he indeed took on "the highest administrative-type job in this Agency," as the Deputy Director for Administration.

A most imaginative, able and broadly experienced officer, Mr. Blake is one of a relatively small number of officers who has served in all four directorates of CIA as well as on the Staff of the Inspector General. His performance over the years has been consistently outstanding, and his contributions to the development of projects, programs or offices with which he has been associated have brought him well deserved accolades from peers and superiors alike. Blessed with a keen intellect, an exceptional managerial ability, a driving energy, and a thorough knowledge not only of the CIA but of the government milieu in which it operates, Mr. Blake has brought to the Agency an expertise that would be difficult to equal; and it is fair to say that his contributions to the efficiency and effectiveness of CIA programs and operations have increased almost in direct proportion to his advancement to successive positions of increasing responsibilities.

Particularly noteworthy in Mr. Blake's career has been his concern for the needs of personnel at all grade levels. He has been a strong advocate of the open-door policy and has championed the cause of employee rights. Perhaps as a result of his rising through the ranks, but also

attributable to his genuine interest and compassion for people, Mr. Blake enjoys tremendous respect from the people he leads. Employees from all levels and walks of life continually seek his advice and counsel for both personal and professional problems. Despite his staggering work schedule, Mr. Blake has never turned an employee away or given short shrift to any employee concern regardless of its seeming lack of importance when viewed against other areas demanding his immediate attention.

Articulate and well versed in the many facets of Agency activities, Mr. Blake has been a most welcome speaker in internal and interagency training programs and briefings, and he has also been an exceptionally fine representative of the Central Intelligence Agency in such external training programs as the National War College and the Brookings Institution Conference for Federal Executives.

Mr. Blake, who is married to the former Frances Foley of San Mateo, California, and who has five daughters, is a devoted family man. Between his family and an exceptionally demanding work schedule there has been little time to give to social and civic activities. Nevertheless Mr. Blake has been interested in church affairs and as their daughters progressed through the educational process, Mr. and Mrs. Blake have shown an equal interest in high school and university activities.

In the past eight years Mr. Blake has met some of his greatest challenges. Changing mores within our society and the emergence of a national concern for equality for all people required creative action in rethinking past approaches to personnel management and the introduction of new ideas in bringing about a fair deal for everyone. As usual, Mr. Blake was playing an instrumental role in revitalizing the CIA personnel system so that the rights of all employees and potential employees would be protected. Promotion and evaluation systems and hiring programs were reviewed to be certain that there was no bias against any person for any reason. Obstacles were swiftly overcome and the result is a dynamic Directorate program for affirmative Equal Employment Opportunity which is confirmed by statistical evidence and which has been pointed out as an example for the rest of the Agency.

Mr. Blake's special expertise was again called upon during the difficult months of the investigations of the Central Intelligence Agency in 1974 and 1975. Revelations of CIA wrongdoing, some true but most exaggerated or unfounded altogether, were published on literally a daily basis. Employee morale had sunk dangerously low. Questions were raised by the press regarding the continued necessity for the very existence of the Central Intelligence Agency and criticism on all fronts seemed to be the order of the day. There was never a greater need for someone to sound a note of optimism and to communicate the idea that the

Laotian Communists and their North Vietnamese allies. Others were related to the civil operations and reconstruction efforts of the U.S. mission in Vietnam. The ultimate collapse of the U.S. national policy in that area can never obscure the accomplishment of individuals who tried to make this policy work. Mr. Blake, faced with unprecedented supply problems, was a prime mover in the development of a decentralized procurement system which extended all over the Far East, drawing upon the production capacities of many allied nations to ensure a steady flow of essential material. This massive effort in Asia had to be carried out, of course, without interrupting the support provided to all other Agency elements scattered around the globe.

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Particularly noteworthy in Mr. Blake's career has been his concern for the needs of personnel at all grade levels. He has been a strong advocate of the open-door policy and has championed the cause of employee rights. Perhaps as a result of his rising through the ranks, but also

American system of intelligence was vital and that the CIA would not only survive the ordeal but would emerge stronger because of it. Mr. Blake filled the void as only he could and crisscrossed the globe to inform employees as to what was truly happening, dispelling rumors and providing a much needed boost to all employees. His infectious enthusiasm, vitality and personal integrity were instrumental in keeping the CIA on track and producing intelligence up to its fullest capabilities.

In summary there can be little doubt that during his distinguished career with the Central Intelligence Agency, Mr. Blake, by dint of his breadth of experience, personal dedication, and clearly demonstrated managerial ability, has made significant and invaluable contributions to the mission of the CIA and has become a shining example for all who aspire to leadership roles as professional administrators in CIA and indeed throughout the entire Intelligence Community.

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Tuesday, December 5, 1978

THE WASHINGTON POST

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## MIKE CAUSEY

# Disenchanted With Carter

If he had it to do over again, the head of the 2 million member AFL-CIO coalition of federal, postal and state government worker union says he would not endorse Jimmy Carter for president.

W. Howard McClennan, president of the big and influential Public Employees Department of the AFL-CIO says he and his members have been completely disenchanted with Carter. He says the president has backed off on promises to support equal government-industry pay, vetoed a reduced workweek for firefighters he prom-

ers and grass roots supporters that are organized labor's ultimate weapon.

McClennan said fellow union leaders are raging over Carter's "hard line" toward civil servants. With organized labor in government cool toward Carter, and the White House planning various unpopular (to the unions) changes in pay and pensions, McClennan predicts 1979 will be a "very tough" year for the average fed. If so, he predicts the 1980 year could be "very rough" for Carter.

**Retirement Pay Changes:** The Federal Times today reports that the Carter administration is thinking about eliminating one of the two annual cost of living raises for U.S. workers. The weekly newspaper says administration sources believe they could save millions each year if retired federal and military personnel were held to one cost-of-living increase annually. Currently retirees get two raises—in March and September—to keep pace with the cost of living.

Andy Biemiller, perhaps the nation's most influential and durable lobbyist, will retire shortly as head of AFL-CIO's legislative department. He's had the top job since 1956, was a two-term member of Congress from Milwaukee (a Democrat) and is credited with putting the union label on virtually every piece of social welfare legislation of the past three decades. Biemiller, 72, will be succeeded by his 51-year-old assistant Ben Young. Young is a veteran of the AFL-CIO Capitol Hill cadre, working as a legislative representative before becoming Biemiller's deputy seven years ago.

**The Best:** National Civil Service League has given its prestigious awards—for outstanding career service—to 10 of the bureaucracy's best. Winners are John F. Blake, deputy director of the CIA; Ann Z. Caracristi, cryptology expert at the National Security Agency; Julius L. Katz, assistant secretary of State; William E. Lilly, comptroller of the space agency; Peter G. McCabe, chief of magistrates, U.S. courts; Thomas S. McFee, HEW's super-level personnel chief; George J. McQuoid, deputy executive director of the Civil Service Commission; Edward G. Sanders, deputy associate director, Office of Management and Budget; Dorothy L. Starbuck, benefits director of the VA, and a commissioner, Internal Revenue Service.

## The Federal Diary

ised (August 1976) to sign, and has not pushed political reforms of the Hatch Act with vigor.

McClennan's bitterness towards the Carter Presidency is more significant than that of a one-issue union chief unhappy with a Democratic president. He sits on the AFL-CIO executive council, is president of the militant Firefighter Association and enjoys the good will of fellow Bostonian Thomas P. O'Neill to whom McClennan gave his first job. O'Neill, a one-time grocery stock boy, currently is speaker of the House.

In a session with reporters yesterday, McClennan said Carter "looks like a one-term president." He said he would have a hard time supporting Carter if he runs again. He stopped short of saying he would endorse a Republican for the top office, but said he would advise members to "sit it out" if the 1976 election were rerun today.

The PED can muster a formidable array of lobbyists on Capitol Hill, and provides even more important financial and human resources during key elections. The AFL-CIO unit believes it was instrumental in giving Carter his margin over former president Ford.

McClennan said the days are "gone" when federal and postal unions within the AFL-CIO automatically endorse Democratic candidates. When requests for financial assistance come in now, he said, his office "checks the record" to see whether handout-seeking politicians are worthy of the purchase of a bloc of tickets to fund raisers, other financial assistance from unions or all-important doorbell-ring-

Article appeared  
on page A-11

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## 10 FEDERAL EMPLOYEES RECEIVE DISTINGUISHED SERVICE AWARD

Ten federal employees have been named as winners of the National Civil Service League's 24th annual awards for distinguished public service.

The league is a non-partisan, non-profit citizens organization established in 1881 to promote the merit system in public employment.

The winners are:

John F. Blake, deputy director for administration, CIA; Ann Z. Caracristi, cryptologist, National Security Agency; Julius L. Katz, assistant secretary of State for economic and business affairs; William E. Lilly, associate administrator/comptroller,

National Aeronautics and Space Administration; Peter G. McCabe, chief, division of magistrates, administrative office of the U.S. Courts.

Also, Thomas S. McFee, assistant secretary for personnel administration, Department of Health, Education and Welfare; George J. McQuoid, deputy executive director, Civil Service Commission; Edward G. Sanders, deputy associate director for international affairs, Office of Management and Budget; Dorothy L. Starbuck, chief benefits director, Veterans Administration, and William E. Williams, deputy commissioner, Internal Revenue Service.

*WCSL file*  
*EJS*

The Central Intelligence Agency gave the press release on  
Mr. Blake to the following publications:

San Francisco Chronical  
San Francisco Examiner  
San Francisco Progressive  
Oakland Tribune  
San Mateo Times  
Contra Costa Times (county)  
University of San Francisco Alumni Magazine  
Alexandria Gazette

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## *CIA Employee From Alexandria Receives Civil Service Award*

John F. Blake, of Alexandria, a senior official of the Central Intelligence Agency, has been selected as a recipient of this year's National Civil Service League Career Service Award. The National Civil Service League Award is awarded annually to 10 public servants for efficiency, quality and economy in government management.

Blake has had a 35-year career in intelligence. He graduated in 1943 from the University of San Francisco, and attended the

National War College in 1963, and has an M.A. degree from the George Washington University.

AS AN ARMY officer in World War II, he served in the Office of Strategic Services (OSS), the wartime predecessor of the CIA. He joined the CIA when it was formed in 1947 and is the senior ranking career officer of the agency.

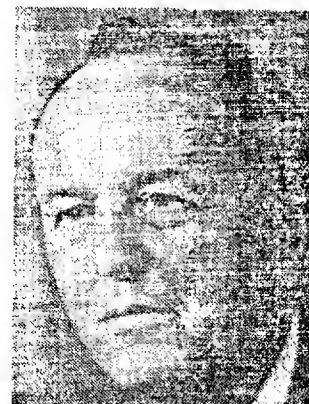
Currently the CIA's deputy director for administration, Blake is one of a very few career CIA

officers who has served in senior positions in each of the agency's major components and in both domestic and overseas locations, an agency spokesman said.

Blake has long been recognized as an expert practitioner in the field of administration the spokesman said. In his nominating statement, the director of Central Intelligence, Adm. Stanfield Turner, calls Blake a "shining example for all who aspire to leadership roles as professional administrators in CIA and throughout the Intelligence Community."

TURNER ALSO refers to Blake's contribution as acting deputy director of Central Intelligence from July 1977 until February 1978, stating that "his native versatility, dedication and acuity when combined with his broad experience and distinguished service in all major functional areas of the agency produced an exemplary example of leadership which sustained the agency through a trying interim period."

Blake was born in San



**JOHN BLAKE**  
Awarded For Work

Francisco, Calif. He is married to the former Frances Foley of San Mateo, Calif. They are the parents of five daughters and live in Alexandria.

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